



JULY
20
21
TO JUNE
20
22



OPERATIONAL Plan

OUR VISION

SHAPING THE FUTURE

OUR VALUES



TRUST

Honouring the trust of our residents, each other and staff.



RESPONSIBILITY

Transparency and responsibility to our community.



CAIRNS-NESS

Safeguarding what makes Cairns, Cairns.

OUR FOCUS

01



ROBUST ECONOMY

Supporting a diversified and resilient economy that backs business innovation, growth and jobs.

02



NATURAL ASSETS

Promoting, protecting and enhancing our iconic natural environment now and for generations to come.

03



DESIGN FOR LIVEABILITY

Creating a safe, sustainable and connected place that supports a quality life.

04



COMMUNITY & CULTURE

Fostering a vibrant and healthy community where everyone feels they belong.

05



FOCUSED COUNCIL

Being a leader in local government.

OUR TEAMS

Council has 8 functional areas that work together to deliver the Operational Plan. These are:

- OFFICE OF THE CEO
- COMMUNITY, SPORT & CULTURAL SERVICES
- ECONOMIC DEVELOPMENT
- FINANCE
- HUMAN RESOURCES & ORGANISATIONAL CHANGE
- INFRASTRUCTURE SERVICES
- PLANNING & ENVIRONMENT
- WATER & RESOURCE RECOVERY

OUR ROLE

Cairns Regional Council has multiple roles in delivering the Operational Plan. These are:

	ADVOCATE Promoting the interests of the community to other decision makers and influencers.		PARTNER Forming partnerships and strategic alliances with other parties in the interests of the community.
	FACILITATOR Assisting others to be involved in activities by bringing groups and interested parties together.		PROVIDER Delivering services.
	FUNDER Funding other organisations to deliver services.		REGULATOR Regulating activities through local law or policy.

ABOUT THE OPERATIONAL PLAN

The Operational Plan is a major, annual planning document within Council's corporate performance, planning and reporting framework.

It outlines the key activities and actions Council will undertake for the financial year in accordance with the adopted Budget.

Together with the Corporate Plan and annual Budget, it guides Council in delivering outcomes for the Cairns community.

The Local Government Act 2009, along with the Local Government Regulation 2012, requires Council to adopt an annual Operational Plan that shall:

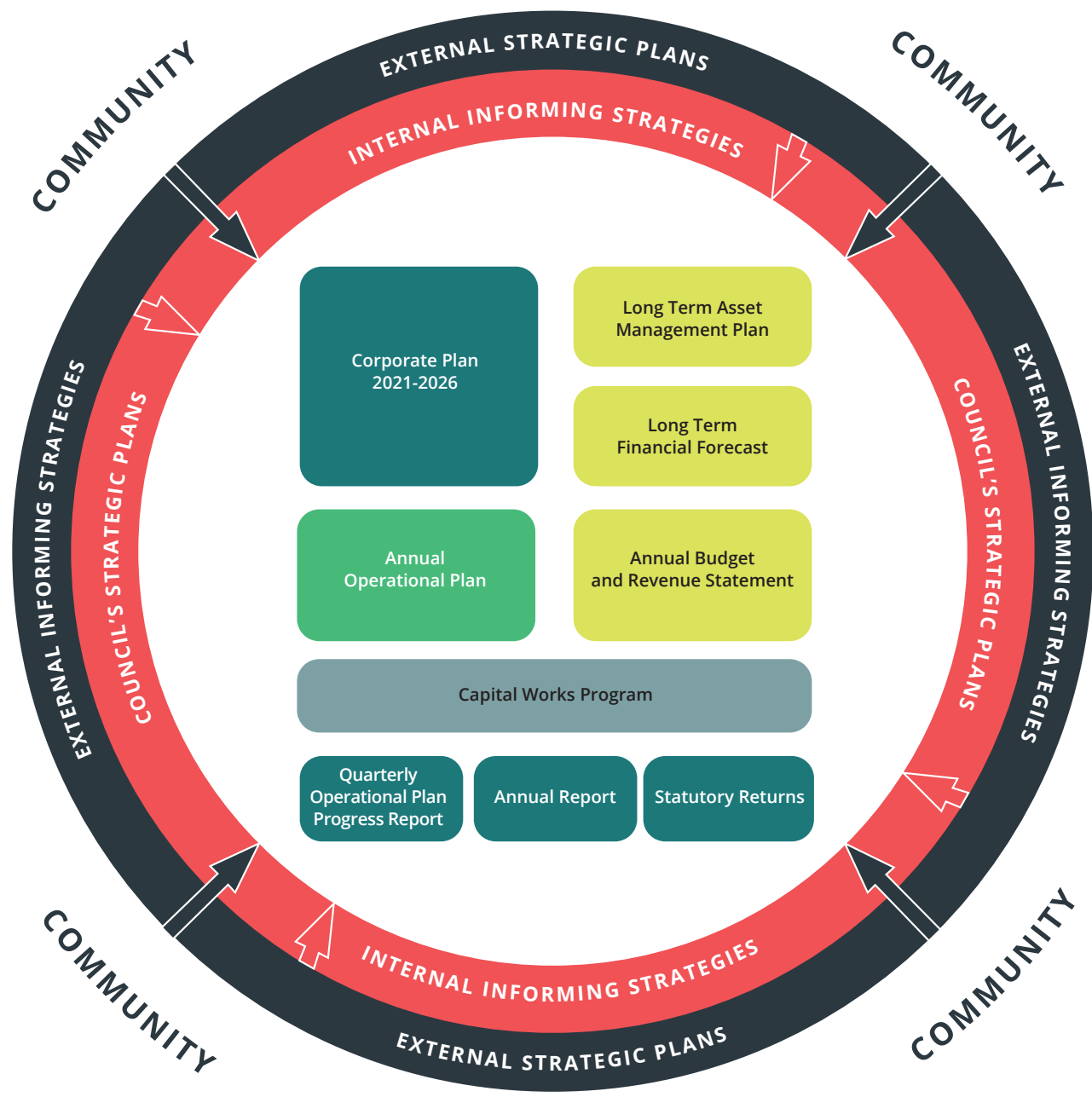
- Be consistent with Council's annual budget
- state how Council will progress implementation of the Corporate Plan
- Manage operational risks
- Include an annual performance plan for each commercial business unit of Council.

A report is tabled every quarter at Council Ordinary Meetings on the progress of the initiatives within the Operational Plan, with a full report produced at the end of each financial year.

HOW WE MANAGE OPERATIONAL RISKS

There are many risks, threats and opportunities that could potentially affect the achievement of objectives outlined in Council's strategic plans.

Council currently has a number of risk treatment plans in place. Council's Risk Management Policy and the related Enterprise Risk Management Framework will ensure these plans are integrated in order to ensure an enterprise approach to risk management.








FOCUS ONE: ROBUST ECONOMY

Supporting a diversified and resilient economy that backs business innovation, growth and jobs.

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE
1. Optimise visitation and tourism opportunities	Proactively manage funding agreement with Tourism Tropical North Queensland (including driving outcomes for aviation and events)	Economic Development	
	Continue to attract and retain high profile sports, cultural and business events	Economic Development	
	Advocate for the establishment of a sustainable tourism funding model	Economic Development	
2. Promote and protect the growth of diverse industries and small business	Update and continue to implement Council's Economic Development Strategy with a focus on priority industries	Economic Development	
	Implement commitments in the Small Business Friendly Councils Charter	Economic Development	
	Continue implementation of place-based planning	Planning & Environment	
3. Inspire innovation and embrace new technologies	Collaborate with universities to explore further opportunities for technology improvement	Finance	
	Develop a framework to guide investment in research and development to improve Council operations	Finance	
	Explore opportunities for Council to further drive and support innovation	Economic Development	

ADVOCATE
 FACILITATOR
 FUNDER
 PARTNER
 PROVIDER
 REGULATOR

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE
4. Grow and sustain education and employment opportunities	In partnership with universities and the vocational education and training sector, advocate for an expanded offering	Economic Development	
	Actively support/participate State and Federal Government initiatives aimed at addressing workforce gaps and opportunities	Economic Development	
5. Promote Cairns as the place to relocate	Deliver the Choose Cairns campaign	Economic Development	





FOCUS TWO: NATURAL ASSETS

Promoting, protecting and enhancing our iconic natural environment now and for generations to come.

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
1. Prioritise water security to accommodate population growth	Implement the project plan for Cairns Water Security - Stage 1	Water & Resource Recovery	
	Support progression of the Regional Plastics Recycling project	Water & Resource Recovery	
2. Improve resource recovery through new technologies for a green circular economy	Refresh Resource Recovery 2030 Action Plan	Water & Resource Recovery	
	Capture and report on activities that embrace circular economy principles in Council's own operations	Water & Resource Recovery	
	Implementation and continuous improvement of the Biosecurity Plan	Infrastructure Services	
3. Value and protect Cairns' pristine natural environment	Identify gaps in water quality monitoring of local waterways and explore options for Council's role	Water & Resource Recovery	
	Hold Council, the community and stakeholders accountable to the adopted standards that protect our environment	Planning & Environment	
	Adopt and implement the Revegetation Program	Infrastructure Services	



ADVOCATE



FACILITATOR



FUNDER



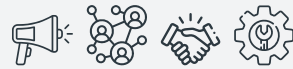

PARTNER



PROVIDER



REGULATOR

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
4. Encourage community and business to adopt sustainable practices	Adopt and implement Council's Climate Change Strategy	Planning & Environment	
	Deliver schools, community and business education program	Planning & Environment	





FOCUS THREE: DESIGN FOR LIVEABILITY

Creating a safe, sustainable and connected place that supports a quality life.

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
1. Proactively advocate and collaborate with State and Federal Governments	Establish a policy/advocacy position on Social Housing	Community, Sport & Cultural Services	
	Continue to advocate for transport infrastructure investment to support the region's growth	Economic Development	
	Advocate for funding for the Cairns Water Security – Stage 1 project	Economic Development	
2. Address opportunities for sustainable travel choices	Review the Active Transport Strategy to accommodate emerging trends	Community, Sport & Cultural Services	
	Develop an implementation plan based on the findings of the Human and Social Pulse study	Community, Sport & Cultural Services	
3. Enhance community wellbeing, safety and natural disaster resilience	Adopt and implement the Coastal Hazard Adaptation Strategy	Planning & Environment	
	Collaborate with agencies to support community safety and improve public spaces	Community, Sport & Cultural Services	
	Update inundation modelling to inform community resilience	Planning & Environment	
	Enhance community resilience to disasters through education and awareness	Human Resources & Organisational Change	
	Deliver new proactive animal management service	Planning & Environment	



ADVOCATE



FACILITATOR



FUNDER



PARTNER



PROVIDER



REGULATOR

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
4. Deliver valued suburban community infrastructure	Update Local Government Infrastructure Plan	Planning & Environment	 
	Review and adopt Council's Public Open space Policy to inform guidelines and strategies	Community, Sport & Cultural Services	
	Deliver Council's capital works program	Office of the CEO	
5. Deliver contemporary land use planning that supports growth liveability and sustainability	Finalise major amendment number one and progress major amendment number two of the Planning Scheme	Planning & Environment	  
	Develop stage one of the Cairns 2050 Growth Strategy to inform the new planning scheme	Planning & Environment	 





FOCUS FOUR: COMMUNITY AND CULTURE

Fostering a vibrant and healthy community where everyone feels they belong.

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
1. Promote Cairns as the arts and cultural capital of Northern Australia	Deliver vibrant cultural events and activities for locals and visitors	Community, Sport & Cultural Services	
	Implement the Strategy for Culture and the Arts 2022	Community, Sport & Cultural Services	
2. Support diverse sport, cultural and community groups that contribute to wellbeing	Implement renewed Community Grants Program	Community, Sport & Cultural Services	
	Mentor and support community groups, clubs and organisations	Community, Sport & Cultural Services	
	Capture and report on activities that embrace circular economy principles in Council's own operations	Community, Sport & Cultural Services	
3. Complete the arts and cultural precinct with support from State and Federal Governments	Embed a First Nations focus within the Gallery Precinct Project Plan	Community, Sport & Cultural Services	
	Deliver next stage of the Gallery Precinct in line with Project Plan	Community, Sport & Cultural Services	
	Establish the appropriate governance arrangements to guide the strategic intent of the Gallery Precinct	Office of the CEO	



ADVOCATE



FACILITATOR



FUNDER






PARTNER



PROVIDER



REGULATOR

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
4. Provide spaces and programs for the wellbeing of the community	Promote and support active and healthy lifestyles	Community, Sport & Cultural Services	 
	Implement the Libraries Strategy	Community, Sport & Cultural Services	





FOCUS FIVE: FOCUSED COUNCIL

Being a leader in local government.

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
1. Maintain and drive a safety culture of everyone home safe and well today and everyday	Refresh safety culture with an expanded focus on body, mind and soul	Human Resources & Organisational Change	
	Undertake a health, safety and wellbeing cultural maturity survey	Human Resources & Organisational Change	
2. Deliver a positive customer experience to the community	Develop a Channel Management Strategy	Finance	
	Update the Customer Service Charter and Customer Service Standards	Human Resources & Organisational Change	
	Develop a dashboard that effectively reports on the delivery of Council's core services	Office of the CEO	
3. Support an inclusive organisational culture that invests in continuous improvement, learning and leadership	Develop and implement a leadership program	Human Resources & Organisational Change	
	Continue to evolve the Reconciliation Action Plan	Community, Sport & Cultural Services	
	Develop and implement a Corporate Indigenous Engagement and Protocols Guideline	Community, Sport & Cultural Services	
	Develop a staff diversity and inclusion program	Human Resources & Organisational Change	
	Commence negotiations of Council's Certified Agreement.	Human Resources & Organisational Change	
	Undertake an annual staff survey	Human Resources & Organisational Change	



ADVOCATE



FACILITATOR



FUNDER








PARTNER



PROVIDER



REGULATOR

STRATEGY	ACTIONS	LEAD RESPONSIBILITY	ROLE ICONS
4. Build effective partnerships with community and governments	Ensure Council representation at relevant industry groups, forums, boards and committees	Office of the CEO	
	Develop a new collaborative advocacy framework	Office of the CEO	
5. Maintain sound financial management including robust long-term modelling	Adopt annual budget and long-term financial plan that achieves sustainability ratio benchmarks	Finance	
	Revitalise Council's strategic asset management approach	Infrastructure Services	
6. Ensure decision making is collaborative, transparent and accountable	Develop the set of behaviours and actions that demonstrate the corporate values	Office of the CEO	
	Promote mechanisms that enable availability and accessibility of Council's information, plans and documents	Human Resources & Organisational Change	




EMPLOYEE ASSISTANCE PROGRAM



STAFF AWARDS



CONNECTORS PROGRAM



RAP TRAINING





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